

7 July 2020

9(2)(a)

Tēnā koe 9(2)(a)

OFFICIAL INFORMATION ACT REQUEST

I refer to your official information request of **Thursday 11 June 2020** for:

All Consultation- and Decision Documents that were generated within the last 3 years (between May 31st 2017 and June 1st 2020) as part of any restructure, reorganisation, or establishment of a team, business unit or directorate within the Ministry for Women:

- 1. All Consultation Documents that were circulated in the affected teams, business units or directorates. These are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.*
- 2. All Decision Documents that were circulated in the affected teams, business units or directorates. These are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it. They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.*

For the period requested, 31 May 2017 to 1 June 2020, the Ministry has one staffing reorganisation that falls within the scope of your request.

This relates to a restructure of the Ministry's two policy teams in June/July 2019. Documents pertaining to this are -

1. consultation document: *Ministry for Women Change proposal June 2019*
2. questions and answers on the change proposal: *Change proposal Q&A June 2019*
3. final proposal: *Ministry for Women Change decision document July 2019*

The above three documents are attached with, in documents 1 and 3, redactions made under section 9(2)(a) of the Official Information Act 1982, to protect the privacy of natural persons.

This reorganisation focused on the way the Ministry's Policy teams were organised alongside the establishment of the new, at that time, Mana Wāhine Kaupapa Inquiry roopū. There were no reduction of roles nor staff redundancies resulting from the reorganisation.

Official Information Act responses

Please note that this response, with your personal details redacted, may be published on the Ministry's website. If you have any concerns or comments related to this, please let us know by emailing ministerialservicing@women.govt.nz, within two weeks of the date of this letter.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Renee Graham
Chief Executive

Ministry for Women Change proposal June 2019

Purpose

1. To provide staff at the Ministry for Women (the Ministry) with the rationale for why a structure review is needed, to confirm what is being proposed, the impact this is likely to have and how the Change process will work.
2. The proposed changes refer to line management changes and filling of vacancies.

Background

3. Crown Law has designated the Ministry as the provisional lead for the Crown's participation in the Mana Wāhine kaupapa inquiry (the inquiry), which will look into claims alleging prejudice to the status and wellbeing of wāhine Māori (Māori women) arising from Crown Tiriti o Waitangi (Tiriti) breaches. This is a new function that the Ministry has not previously been responsible for, and will require additional resources and expertise.
4. Cabinet has endorsed the final Budget package for 2019, which included additional funding for the Ministry to lead the Crown's participation in the inquiry. This will enable the Ministry to recruit for additional resource and expertise to lead this work.
5. The Ministry's Leadership Team has agreed in principle to joint working arrangements with Te Puni Kōkiri and to establish a joint rōpū (group/team) to lead the Crown's participation in the inquiry. This will require the Ministry to review its current structure to effectively integrate the new joint rōpū.
6. The purpose of having these arrangements with Te Puni Kōkiri is to leverage off each other's strengths, enabling the Ministry to bring a stronger wāhine Māori and whānau-centred perspective to policy; and for Te Puni Kōkiri to strengthen the gender dimensions of its advice.
7. On 27 May 2019 the Director, Corporate Services emailed the PSA and the Ministry's union delegate with a high level indication of the Ministry's intentions. On 7 June 2019 they were then provided with a detailed run through of the proposals in this paper.

Embedding a new tikanga-based approach to the way we work

8. To better position the Ministry more widely to implement its Statement of Intent, integrate and be consistent in our approach, and to do better for wāhine Māori and their whānau, the Leadership Team has agreed to a tikanga-based approach to the way we do our policy.
9. It's important to note that the whole Ministry will be responsible for embedding the new tikanga-based approach, and each policy rōpū will drive that change for our policy making.
10. The tikanga-based approach will be developed over time and focus on integrating and improving our capability in tikanga and te ao Māori. The expectation is that all Policy rōpū

will work in a cohesive and collaborative way based on the principles of whakapapa, whenua and whānau. This builds on how we have been operating over the last six months, which has been as one Policy stream.

Why a structure review is necessary

The establishment of a new joint rōpū will have an impact on the Ministry's structure

11. The new joint rōpū and their tier two manager (who will be a member of the Ministry's Leadership Team and report directly to the Chief Executive) will need to be integrated into the Ministry's structure.
12. In particular, the Ministry will need to think about how it refocuses its current policy resource and the overall structural impact the new joint rōpū will have on the Ministry.

The current model does not support staff or management effectively

13. The broad scope and responsibility for one Director is too extensive for one person, which has led to a reduction in the level of management support and direction available. We don't believe this to be sustainable. In addition, some of our policy areas are under-resourced and some un-actioned areas need more focus.
14. Traditionally the Ministry has had two Policy teams, each with their own Director. However, since January 2019 we have been operating with a vacant Director, Policy position. This was because staffing numbers had dropped early in 2019 and the outcomes of Budget 2019 were unknown at the time. Since then we have undergone numerous recruitment rounds, appointed additional staff and will have additional funding from Budget 2019.
15. With the addition of our new funding and rōpū, there is an opportunity to ensure our remaining policy areas reflect our Statement of Intent work streams and priorities.

What is being proposed

16. This Change proposal recommends:
 - filling a vacant Director, Policy position which will enable better support and direction for policy staff and reduce the number of direct reports for the current Director, Policy (that is managing the whole policy rōpū currently)
 - two policy teams, each led by their own Director. One team will focus on Economic Independence and International, and the other will focus on Leadership, Unpaid Work, Safety and Wellbeing. Each team can determine what their team name will be
 - an additional 0.5 FTE in Data, Research and Evidence (totalling 1.5 FTE), given our new performance measure and research requirements for the Mana Wāhine kaupapa inquiry
 - 0.5 FTE from within current policy resources to focus on International given the pressures in that space

- an additional 0.5 FTE focusing on APEC
- an additional 0.5 FTE for Communications support to the Mana Wāhine kaupapa inquiry
- additional one-off funding for Corporate Services to support recruitment and logistics for the new rōpū
- establishing a new joint rōpū (with 6.0 FTE) that will be responsible for leading the Crown's participation in the inquiry and on outcomes for wāhine Māori generally
- staff are assigned to the team based on what they are currently working on
- additional staff to support wellbeing policy areas

Optional change

- the option of the Data, Research and Evidence function sitting in the Insight and Engagement team, given they service all Policy rōpū.

Rationale for the proposed changes

Splitting the current policy rōpū into two teams

17. By creating two teams out of the current policy rōpū, it will:
 - enable better support and direction for staff
 - reduce the number of direct reports. With the plan to fill current and new vacancies, having one Director for the entire policy rōpū is not viable. Under the proposed changes the number of direct reports and the breadth of work will reduce. This will enable a greater focus on the Ministry's strategic priorities and performance management
 - ensure that the scope and responsibility of the relevant Directors is specific and purposeful. This will also enable better engagement between Policy Directors and their staff, and ensure our policy operating model is more effective.
18. Each policy rōpū will be expected to have a clear and prioritised work programme. This will ensure that staff are aware of what is expected of them, the priorities they are working towards, and that workloads are appropriate for each staff member and aligned across the Ministry.
19. There are many ways to set our structure. Some of the key factors we considered were:
 - whether to have a flat or hierarchical set-up
 - the potential disruption to making changes e.g. how much change do we want now and could we consider some aspects later?
 - the size of teams and management support

- the link with our Statement of Intent and priorities
- the integration of the new joint rōpū
- external engagement and relationships.

Establishing a new joint rōpū to lead the Crown's participation in the inquiry

20. Leading the Crown's involvement in the Mana Wāhine kaupapa inquiry is a new function that the Ministry is not currently set-up to deliver. The Ministry has received additional funding to ensure we have the right resources and expertise in place to deliver on this work.
21. Establishing a joint rōpū and introducing a new tikanga-based approach to the way we do our policy, will better position the Ministry more widely to deliver on its Statement of Intent and to do better for wāhine Māori and their whānau.
22. The focus of the new joint rōpū will be to:
 - lead the Crown's participation in the inquiry in a way that is coordinated and collaborative
 - support the development of policy and services that improve outcomes for wāhine Māori and their whānau, as part of the Crown's overall response to the inquiry
 - help build strong relationships between wāhine Māori and the Crown, as well as with other stakeholders.
23. This focus will be supported by – and in turn support the development of – the tikanga-based policy approach.

The impact of the proposed changes

24. If the proposed changes are implemented there will be an increase in staffing levels at the Ministry. The impact on the Ministry in terms of structure, roles and headcount include:
 - appointing someone to the vacant Director, Policy role
 - creating two teams out of the current policy rōpū
 - filling current and new vacancies across the Ministry (as outlined in the proposed change options attached)
 - introducing a new joint rōpū to the Ministry's structure. The rōpū will be led by a new tier two and Leadership Team member that will report directly to the Chief Executive
 - potentially moving the Data, Research and Evidence function into the Insight and Engagement team.
25. It is envisaged that the Ministry's headcount will increase from approximately 29 to 42. This excludes those on external secondments.

26. Under option one there is no structural change to the Communications and Stakeholder Engagement team. However, under option two the Data, Research and Evidence function will be included in the Communications and Stakeholder Engagement team, and this team will be renamed Insight and Engagement.
27. Either way, there will be a change to how we approach our work with the embedding of a tikanga-based model. There will also be additional funding and/or positions to support the smooth integration of the new joint rōpū and staff appointed to current and new vacancies.

What else has been considered

28. The Ministry's Leadership Team considered a wide range of options including:
- having a separate team for International and Data, Research and Evidence
 - having two teams with a different mix of policy priorities
 - having a 'Leadership' team consisting of policy work and the Nominations Service
 - having smaller teams led by managing Principal Analysts.
29. We consider the proposed options better balance the factors we had in mind. However, feedback on these options or the proposal of other options are welcomed.

Scope of feedback on the Change proposal

30. We are keen to get feedback on the Change proposal so that we can create the new two team policy structure. We are keen to get your thoughts on:
- the structural design of options 1 and 2
 - the work allocation between the teams
 - the option of moving the Data, Research and Evidence function to the new Insights and Engagement team.

What's out of scope?

31. Corporate Services, the roles currently in the Communications and Stakeholder Engagement team, and the new joint rōpū.

The Change process

32. We will run a formal consultation process with staff from 17-28 June 2019. Staff are welcome to provide feedback on the Change proposal individually or as a group or team. Feedback submissions are due by 5.00pm on Friday, 28 June 2019.
33. Final decisions on structural changes will be made by Friday, 5 July 2019.

Support for staff

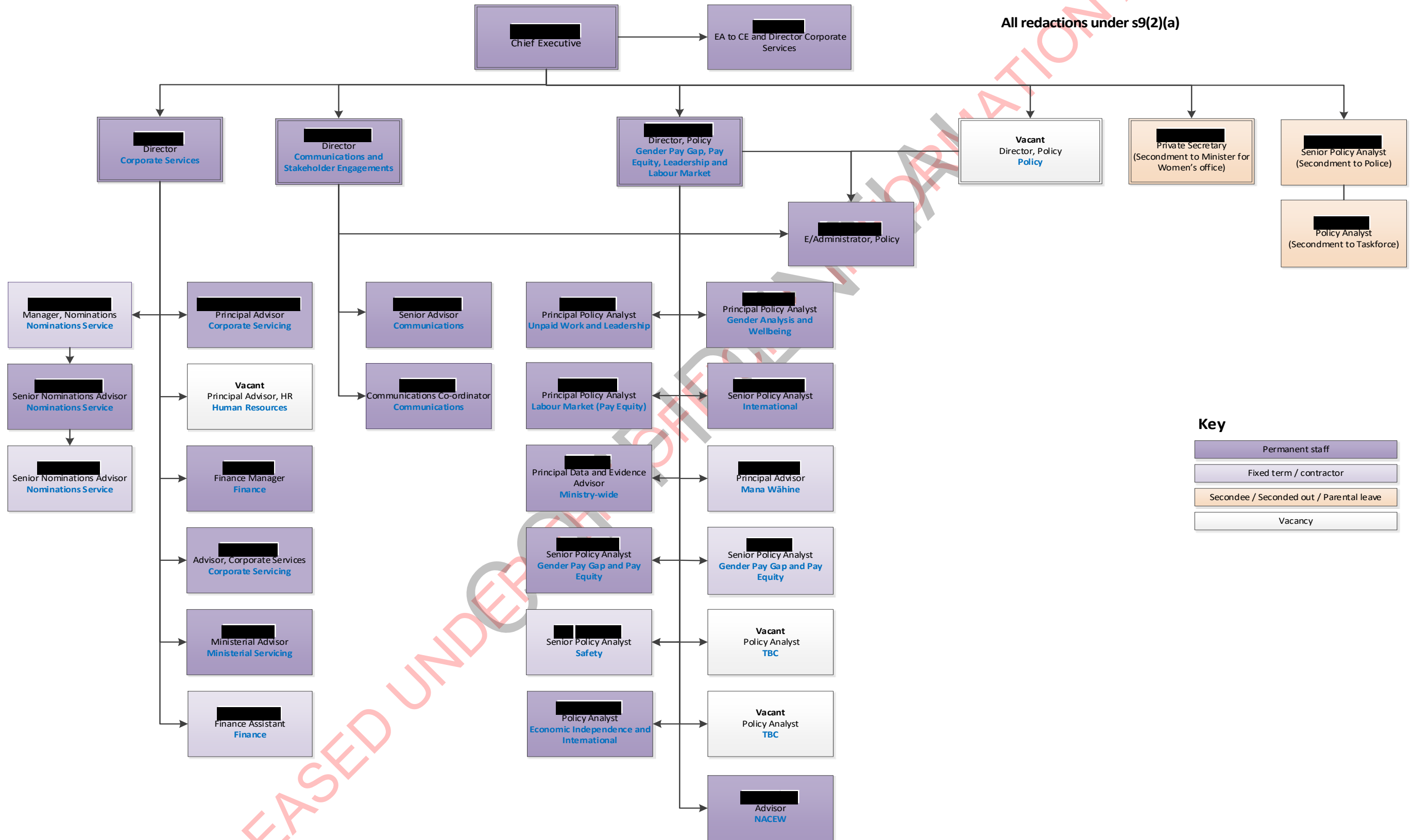
34. The Ministry has engaged with the PSA and union delegate on the proposed changes. The PSA are comfortable with the proposed approach.
35. If you would like support or professional help you can:
- talk to the Ministry's HR team (s9(2)(a) or s9(2)(a))
 - access the Employee Assistance Programme (EAP).
36. EAP is a confidential service which all staff can use. It is provided by professionals and they can help with personal or work related difficulties. The staff there are good at what they do and can support and advise you on anything from stress at home or work, workplace changes, family matters, career planning, budgeting and financial advice. You can contact EAP by phone on 0800 327 669. You can also find out more about EAP via their website which is <https://www.eapservices.co.nz/>

Next steps

37. There are two processes that we are running concurrently;
- Completing the consultation and change decision-making process relating to this change proposal. We will then move to a recruitment process to fill any vacant positions in the newly confirmed structure.
 - Confirming the process for managing the recruitment of the new joint rōpū to lead the Crown's participation in the Mana Wāhine kaupapa inquiry. This will be confirmed over the next month. Once finalised, it will be communicated with staff.

Appendix 1: The Ministry's current structure as at 10 June 2019

Ministry for Women Current structure as at 10 June 2019



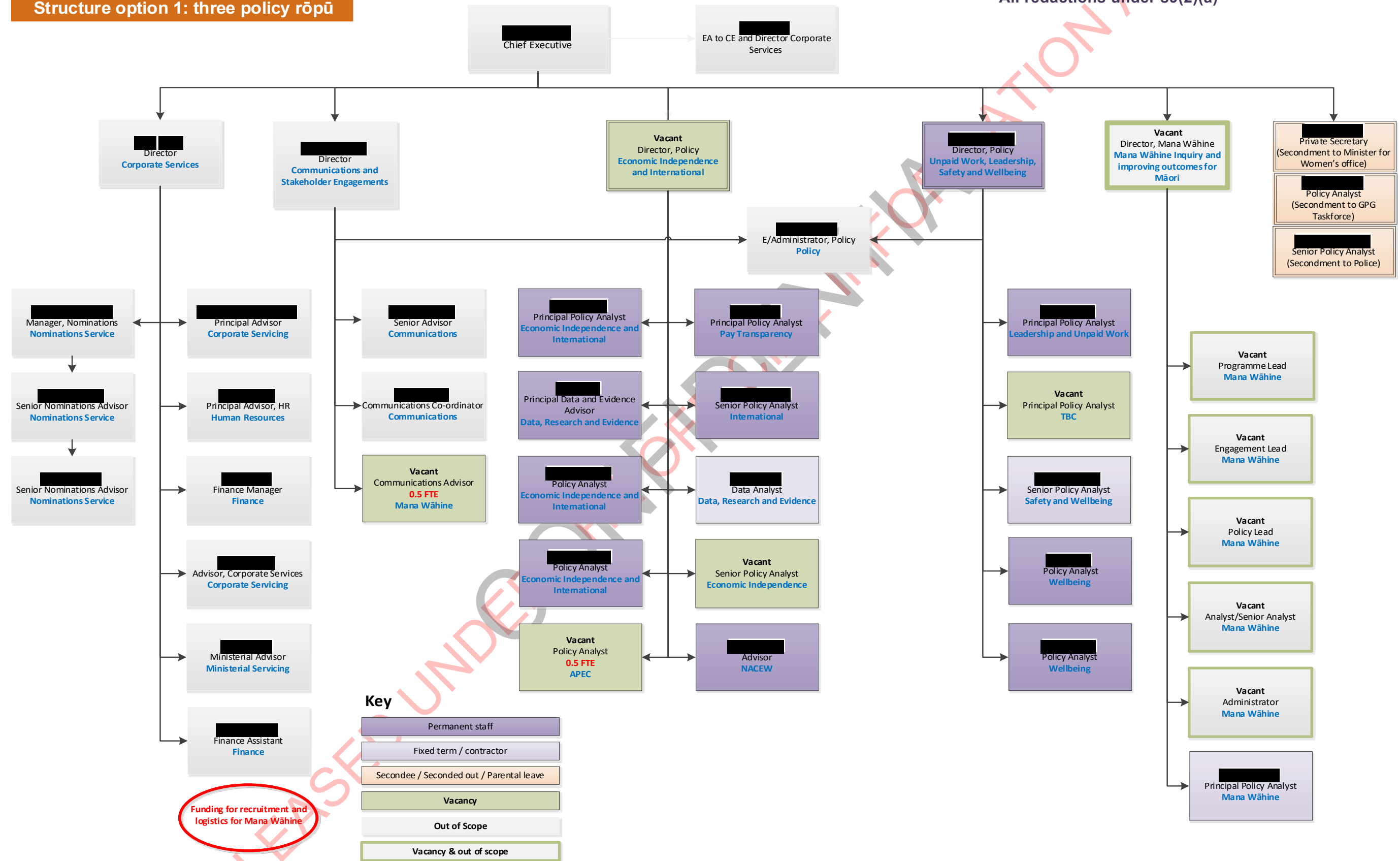
Appendix 2: Option 1 for integrating the new joint rōpū into the Ministry's structure

Ministry for Women Options for integrating the new joint rōpū into the Ministry's structure



Structure option 1: three policy rōpū

All redactions under s9(2)(a)



Funding for recruitment and logistics for Mana Wāhine

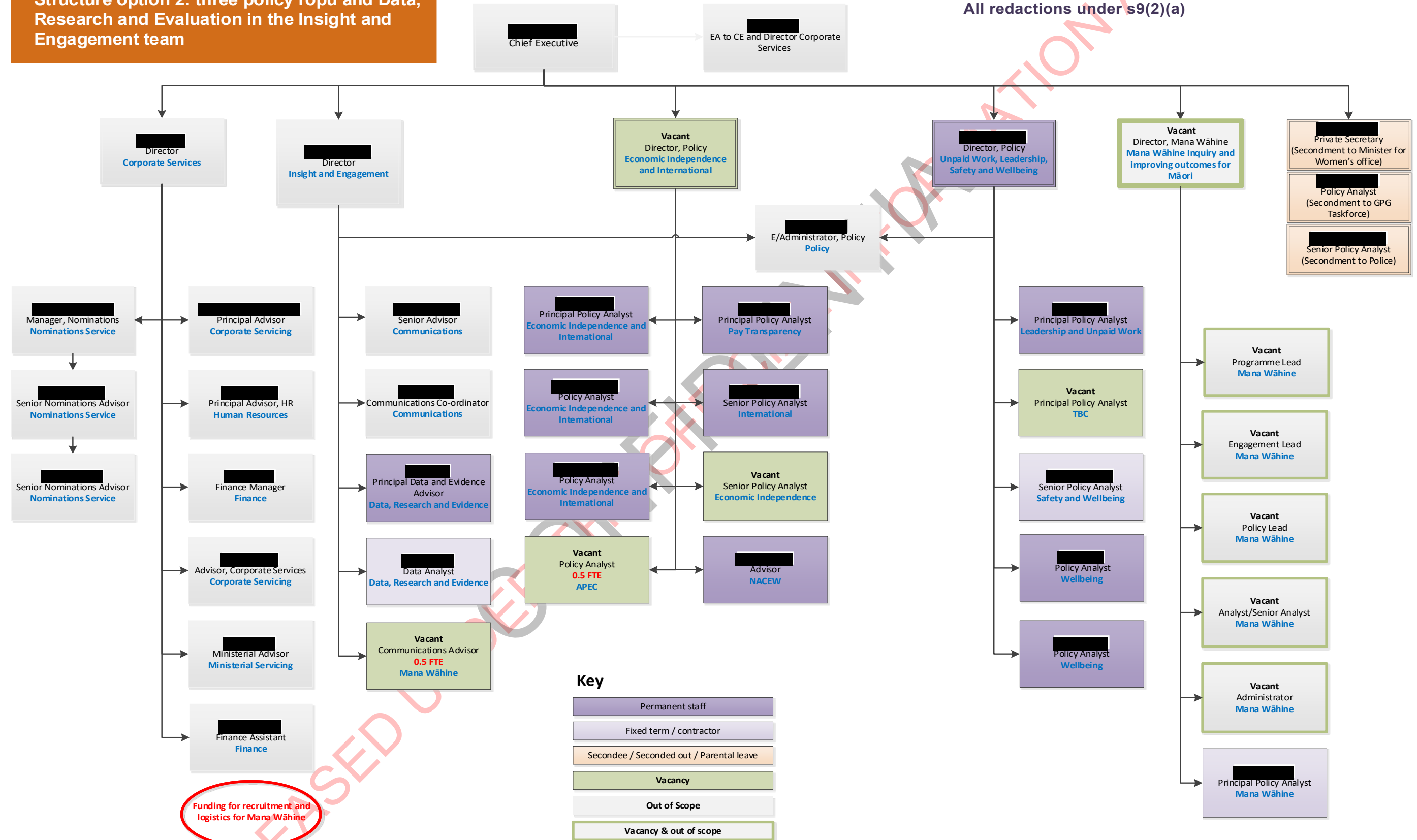
Appendix 3: Option 2 for integrating the new joint rōpū into the Ministry's structure

Ministry for Women Options for integrating the new joint rōpū into the Ministry's structure



Structure option 2: three policy rōpū and Data, Research and Evaluation in the Insight and Engagement team

All redactions under s9(2)(a)



Q&A's for Ministry for Women Change Proposal (June 2019)

Questions on the proposed structural changes

Why can't we stay as one big policy team?

We think that the policy rōpū working closely and cohesively provides real benefits across our wider work programme, but we don't think there needs to be just one team to achieve this. Having clear and well communicated work programmes (with staff aware of what is expected of them and each other) will support connections across teams regardless of reporting lines.

How will we retain the one policy team focus?

We expect the teams to work closely together across the three policy rōpū. The three (proposed) Directors will have a key role in supporting a joined up approach, particularly in the way they communicate and approach their work programmes.

How will research be commissioned in the new proposed team?

We expect that research will be commissioned in a similar way to now. It is anticipated that the Insight and Engagement team will work very closely with the three policy rōpū to create and manage the Ministry's research programme, with research developed in relation to the Ministry's priorities.

Why was the decision made not to have Managing Principals?

We believe that a larger group of Directors will provide the Ministry capacity to engage more effectively externally, as well as providing a breadth of experience at the leadership table.

Another consideration was our estimation that changing our existing Principal roles to Managing Principals (with 3 to 4 staff each) would trigger a 20% change in job criteria. Our focus is on improving capability, and we are keen to do this without needing to consider redundancy situations (which may occur if a significant change in role meant roles needed to be disestablished to create new roles).

We recognise (and expect) that our Principal Advisors would continue to play a crucial role within the Ministry; e.g. by leading work programmes, supporting staff working within those programmes to deliver, mentoring and providing their expertise to those needing assistance. However we are not proposing a structure where Principal Advisors will have formal staff managerial responsibilities on an ongoing basis.

Will this mean a change to Ministerial Services?

As noted in the change proposal we are not proposing any structural changes to the Corporate Services team, but do recognise this may mean a change of working and are interested in any feedback people have on the potential impact of this change.

Questions on the joint inquiry rōpū leading the Crown's participation in the Mana Wāhine kaupapa inquiry

What role does Te Puni Kōkiri play in the new joint rōpū?

Te Puni Kōkiri and the Ministry for Women will provide joint governance over the Crown's participation in the Mana Wāhine kaupapa inquiry. The Ministry will manage the day to day work through the newly created Director role.

Why do Te Puni Kōkiri get two prioritised roles?

This is part of our joint working arrangement with Te Puni Kōkiri. We want to ensure we have access to the skills and experience that Te Puni Kōkiri have to offer as we move to establish the new joint rōpū that will lead the Crown's participation in the Mana Wāhine kaupapa inquiry.

What's the recruitment process/ will you advertise internally or externally for the new joint rōpū?

The recruitment process for this rōpū is still being worked through with Te Puni Kōkiri. We recognise that people are interested and currently our plan is to provide recommendations to LT for approval early July. Information will then be provided to all staff.

[Questions on recruitment](#)

Why aren't we recruiting for the currently vacant senior and principal policy analysts?

We want to get your feedback on the new structure before we commit to the final shape of the organisation. Staff feedback could suggest a different mix for the current vacant roles so we want to be open to receive that feedback.

Are you going to advertise internally or externally for the policy rōpū roles?

At this stage our thinking is that we will advertise both internally and externally for the roles currently within this change proposal, but this will be decided post an analysis of feedback.

[Questions on providing feedback](#)

Can feedback include an EOI for the new rōpū?

We are currently looking for feedback on the change process. More information on the recruitment process for these roles (in the new policy rōpū) will be provided in the decision document.

Can I only provide feedback on this change proposal?

As Renee noted at the meeting on Monday, you are welcome to provide feedback that is out of scope of this change proposal - particularly if you think there are linkages or connections that should be considered in the decision making. Depending on the feedback received we may park that for further consideration at a later date, but will still appreciate your views.

What can we tell stakeholders?

We can tell stakeholders that we are reviewing our structure to ensure the best model and as a result of the establishment of the new joint rōpū.

We will be recruiting for roles soon and there may be some changes in some Ministry contacts. If there are, we will ensure a smooth handover.

Ministry for Women Change decision document July 2019

Purpose

1. To provide staff at the Ministry for Women (the Ministry) information on the decisions made, after staff consultation and feedback, about the change proposal released in June 2019.

Overview

2. On Monday 17 June 2019 ^{ss(2)(a)}, on behalf of LT, provided Ministry staff with a change proposal that suggested line management changes and the filling of vacancies (primarily within the Policy rōpū).
3. The purpose of the proposal was to support:
 - the establishment of the new joint rōpū (supporting the Mana Wāhine kaupapa inquiry),
 - the Ministry's move into a tikanga-based approach to the way we work, and;
 - staff and management currently operating within one large policy group (which is felt to be an unsustainable structure).
4. The Change proposal sought feedback on a new two team policy structure, specifically:
 - the structural design of options 1 and 2 (i.e. the option of moving the Data, Research and Evidence function to the proposed new Insights and Engagement team)
 - the work allocation between the teams.
5. Staff were advised that feedback on these options, or the proposal of other options, were welcomed.

Overview of the Feedback

6. A number of submissions were received, summarised and then (with the permission of the individuals) provided in full to the Leadership team. Key themes noted:
 - A group submission disagreed that we should have a stand-alone Mana Wāhine rōpū. Instead the work should be integrated across teams and supported by a project management approach
 - A number of submissions disagreed with moving the data roles into the proposed Insights and Engagement team because of the links and alignment to the policy team

- Feedback recognised that more support was needed, but feedback was split as to whether that should be via another Director or to allow Managing Principals/Team Leaders
 - Concern was noted about the formation of silos if we had multiple teams
 - Concern about how this aligns to the Ministry's tikanga approach was also raised.
7. Other concerns noted in the written feedback have been addressed in Appendix Two.

Feedback meetings

8. Everyone who provided feedback was offered an opportunity to meet with the Leadership team to orally discuss their feedback. One team took up that opportunity.
9. A collective meeting was held on Monday 15th July with a good exchange of ideas.
10. This discussion highlighted that there were a number of areas of common agreement:
- Integration being crucial to success, with a clear requirement for the Ministry to mitigate silo creation, acknowledge institutional memory and to support knowledge transfer, personal development and effective delivery to our work programme
 - A stronger programme management approach (with room for agility and iteration) required across the Ministry to support integration
 - Principal Advisors being provided more opportunity to support and lead across the Ministry.

Principles for decision making

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11. In making final decisions the Leadership Team has been guided by what is going to support the Ministry deliver its strategic intentions, specifically:
- how we embed a tikanga based approach to the way we work (to better position the Ministry to implement its Statement of Intent, integrate and be consistent in our approach, and to do better for wāhine Māori and their whanau)
 - principles of whakapapa, whenua and whanau
 - providing better support for staff and managers, with clear and prioritised work programmes agreed and workloads appropriate and aligned, while recognising their perspective on what is being expected from the change; and
 - clear accountability of role, purpose and responsibilities, so everyone knows what their role is, what they are accountable for and who and how support is provided
 - increasing our reputation as a Ministry that achieves its goals, is known for its leadership and seen as a valued part of the public sector system.

Decisions

12. The Leadership Team has decided:
 - to reconfirm the creation of the Mana Wahine rōpū
 - that the Data, Research and Evidence function will remain within the policy group, supported by a clear research and data work programme/project plan that supports the delivery across the wider policy group
 - to recruit for a second Director (with actions proposed later in this document about how Principal Advisors can be provided more leadership opportunities)
 - that the Policy group structure will be amended (from either proposal option) to reflect more equitable staffing numbers across both teams and to enable the implementation of more of a matrix management structure (over time). The new structure can be found in Appendix One.
 - that areas of integration/silos, role of principal analysts and project management/planning will be explored in more depth in a co-design way.
13. These decisions will be effective Monday 5th August, with an interim Acting Director sought while recruitment for the permanent Director role is recruited. Staff have an opportunity to express interest in the Acting role (and to apply for the permanent role), with the EOI running from Monday 22nd to Friday 26th and available only to Ministry employees.
14. It is recognised that this will have an impact on specific staff as some will have a change in Manager and team and that the changes we are wanting to see as a Ministry will be iterative and require more than structural change.
15. We acknowledge the commitment and excitement people have expressed for moving to a tikanga based approach to the way we work. This is a new way of working, which will require cohesiveness and collaboration across the Ministry.
16. Feedback have raised three areas that need to be explored in more depth, specifically:
 - Role of the Principal Analyst
 - The Ministry's Project Management framework and expectations of Project Leads
 - How we successfully integrate across teams and work programmes.
17. Under each area the Leadership Team has ideas that could be implemented to support these, but want to continue to engage with staff on what we could be doing and what we would achieve from these initiatives. Some examples being proposed are:
 - Role of the Principal Analysts
 - Re-introduction of extended LT meetings to include Principals
 - Review of the Principal Analyst role and JD (noting there may be a similar work stream in the Performance and Remuneration Framework work programme)

Before decisions are made on these or other next steps, the Leadership Team would like to have a workshop with Principal Analysts to explore this work area further and then identify potential actions.

- Examples of actions for our Project Management approach
 - Guidance and templates for the Ministry's Project Management framework revised and adopted
 - Expectations for Project Leads and Project Sponsors re-scoped and adopted
- Examples of actions to successfully integrate across teams and work programmes.
 - Staff day/s used to brainstorm and develop ideas to mitigate silos, improve understanding of respective work programmes and embed the tikanga approach
 - Cross agency working groups continued for wider Ministry organisational initiatives
 - A staff engagement wall developed with staff to provide transparency for all our work.

The intent for this work is to enable staff to be connected to separate work programme projects across the Ministry where their specialist expertise would strengthen the outcome, which in turn supports integration.

With both of these two areas we would like to test thinking with all staff to gain more ideas about what and how we do next steps. It is proposed that this is workshopped at our next staff day.

18. The above actions reflect the following insights provided through the consultation process:

- "It is important for the success of the mana wāhine project work that the staff members involved are well-integrated into the regular Ministry work..... Existing Ministry members will also learn from their engagement with the mana wāhine project."
- "What makes us good at what do is we do know how to lean in and work across." But equally it was noted "We need more transparency, more documentation, more knowledge transfer."
- "Ability to have free and frank conversations is what gets us ahead." "It's talk that lifts ideas".

As one individual put it "how do we ensure the weaving?" We're expecting that this will be an ongoing conversation that requires continued investment from us all.

19. What will success look like for the Ministry (having implemented these changes)?

- Staff receive career planning and development with associated opportunities to grow and develop
- Clear decision-making and accountability,

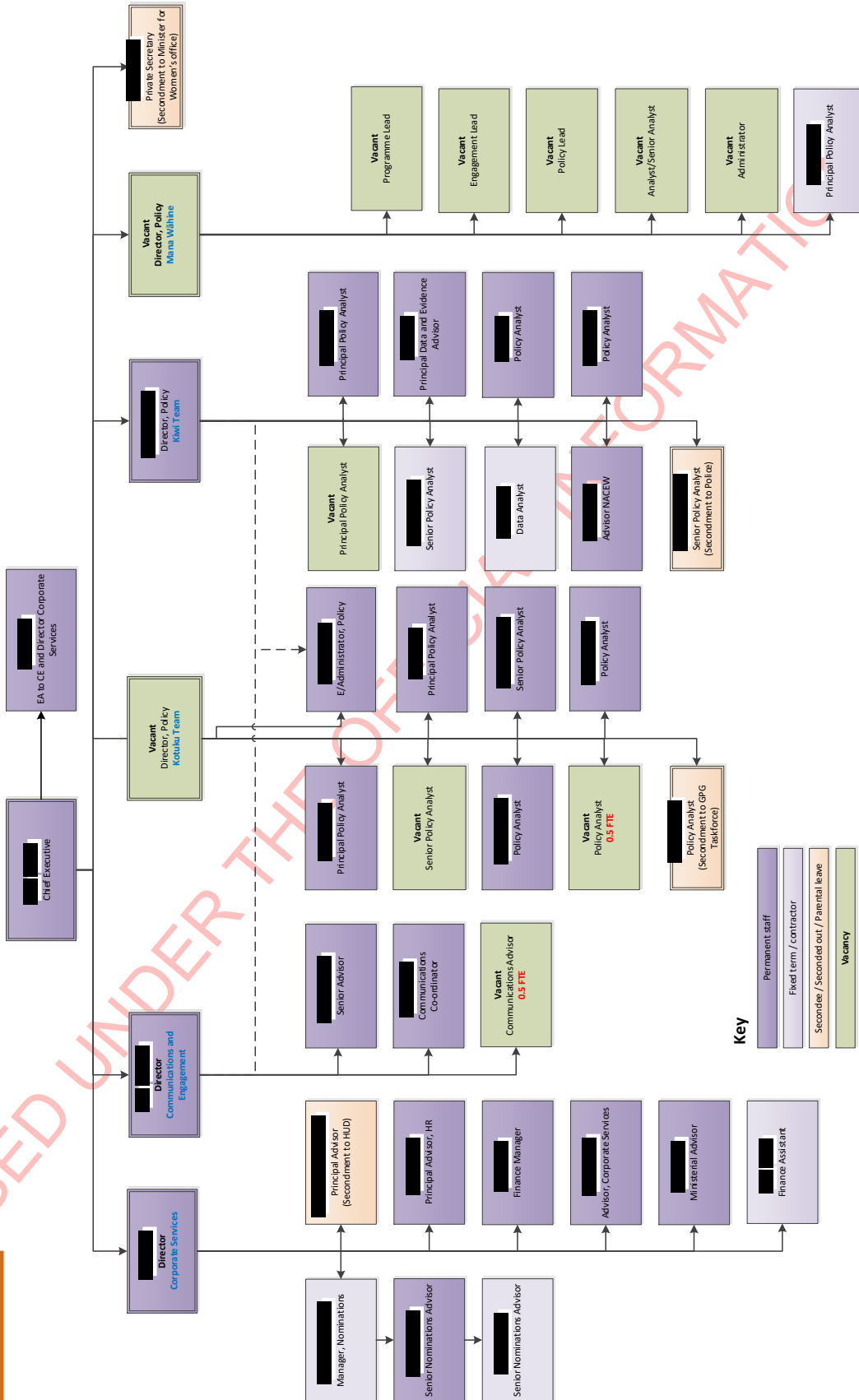
- Clear implementation of delivery and achievement of goals, with the ability to measure and celebrate our successes at each milestone,
- Workloads are balanced. We have our resourcing in the right places, focused on both achieving our strategic intentions and in utilising the strengths and experiences of our people from across the organisation
- Shared and aligned purpose, sense of belonging, everyone has an environment where they are valued and can have open and reflective conversations
- The Ministry is seen as a valued part of the public sector system, battling above our weight to deliver on our commitment to improve the lives of New Zealand women and girls.

Next steps

20. Our next steps will be to start recruitment for the vacant Policy Director role.
21. An EOI process will also open tomorrow (Tuesday) for staff who are interested in acting up as the Director Policy Kotuku. Email **s9(2)(a)** to express interest or to find out more.
22. We recognise that there are a number of other policy vacancies. The following decisions have been made about these vacancies:
 - Principal Policy Analyst in the Kiwi Policy team – vacancy will be held to await outcome of work across the Principal roles.
 - Senior Policy Analyst roles in the Kiwi and Kotuku Policy teams – held to wait for Director Policy Kotuku recruitment (so both are done at the same time)
 - Part time (0.5) Policy Analyst in the Kotuku team – held while conversations with MFAT about APEC occur
 - Part time (0.5) Data Advisor in the Kiwi team – to be recruited shortly.
23. Over the next few days placeholder invites will be sent inviting Principals to a workshop with the Leadership team, and to all staff to a Staff away day in August.
24. If you have any questions about this change we encourage you to talk to your Manager or **s9(2)(a)**. All staff also have the opportunity to seek external support via the PSA or our EAP support service.

Appendix One: New Ministry Structure

All redactions - s9(2)(a)



Key

- Permanent staff
- Fixed term / contractor
- Seconded / Seconded out / Parental leave
- Vacancy

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Appendix Two: Response to specific feedback

The following table is intended to provide staff with more information about the considerations made by the Leadership Team.

Feedback received	Response
<p>Why do we need more than one Director?</p>	<p>Because of the size of the Ministry, the role of the policy director is unique in comparison to leadership roles in other organisations. Directors here need to manage a team of people as well as develop and execute an organisational strategy. Collective ownership is encouraged, and prioritised, and set out in their letters of expectation each year. This needs to be reflected in their workloads. We expect each Director to sponsor an organisational project that benefits the entire organisation. This can range from quality of our advice, cultural tick, health and safety, culture. If these projects are not worked on, then the Ministry is focusing on business as usual not the continuous performance improvement that we want. We would expect about 20% of a Director's workload to focus on organisational improvement.</p>
<p>Why a separate team focused on wāhine Māori outcomes</p>	<p>This decision was made with our partner's Te Puni Kōkiri, and announced by the Minister. This is a key risk to the Ministry in terms of capability and reputation. Unlike the other policy rōpū where there is a level of work-maturity, expertise and understanding, for mana wāhine we are just setting out. The team and the director need time to develop, build that expertise and knowledge within set expectations. Accountability needs to be clear, with clear deliverables to manage those expectations. We would expect that the team had an outward focus for a good year or two as they embed.</p> <p>Feedback has been valid about our need to integrate with this team, but equally they need to be able to deliver to a</p>

Feedback received	Response
	<p>specific area of work. There is a risk that they spread themselves too thinly across the organisation where their key deliverable early on is the Claim.</p>
<p>Won't another team create silos?</p>	<p>There is always a risk of silos but if we have a clear purpose and vision and we have systems in place to share information and collaborate, silos do not have to be a barrier.</p> <p>Our size and location to each other should be a strength. Silos happen when information isn't shared and in the next six months we will be looking at a range of ways that we can ensure that we are operating with transparency and from a culture of collaboration and information sharing (e.g. Programme Management framework, Engagement Wall, extended Leadership team meetings with Principals).</p>
<p>We should be operating under more of a matrix management approach</p>	<p>We are keen for the policy team to explore ways of working and collaborating, using lessons learnt from working arrangements we've already tried. We would like the Ministry to explore ways of working under a matrix management approach, as we explore our revised programme management framework. This is the reason why we want to explicitly look at expectations of Project Leads and how we scope new work.</p> <p>What is important to the Leadership team is:</p> <ul style="list-style-type: none"> - clear work programmes and deliverables - clear career planning with staff - resourcing decisions that match the Ministry's objectives and use staff's experience and development goals effectively.

Feedback received	Response
<p>The Policy team/s could be structured differently</p>	<p>We have had some really useful feedback, with various alternatives proposed for the structure and reporting lines across the wider policy group. What is agreed is that more managerial support would be useful, and that there should be flexibility across the teams for people to engage on different work, and pick up different pieces of work.</p> <p>While the current structure has teams grouped around current work programmes it is an intentional decision to name the two teams 'Kiwi' and 'Kotuku' to enable movement across work and work programmes and support the further development of the matrix management approach. Incidentally these names reflect our building - with Kiwi and Kotuku one meeting room that is separated by a soft wall to create more support for our work.</p> <p>It has also been noted that other roles within Corporate Services (Nominations and Ministerial Services) could report into a Policy Director. We would like to focus on the integration of the work across the Ministry rather than review additional reporting lines.</p>
<p>Data roles belong in the Policy group</p>	<p>We recognise the support for Data and Research roles staying in a policy rōpū, and so this will continue in the new structure. With the focus on how we integrate and work across teams it is anticipated that these roles will work closely across the three policy rōpū and wider Ministry to develop a work programme / project plan that supports the Ministry's priorities.</p>
<p>Concern about pressure new team/s may put on Ministerial Services</p>	<p>The accountability, process and systems behind Ministerial servicing is to be reviewed as workloads are currently too much for one person. In the interim, we are employing a person in the short-term to help with workload.</p>

Feedback received	Response
<p>Consultation not felt to be genuine</p>	<p>The proposal provided to staff in June had been carefully considered by the Leadership Team before being presented, but was not a fait accompli.</p> <p>We appreciate that providing names in the organisation chart has meant some felt decisions had already been made, however this was intended to provide clarity on our thinking so that people could provide clear and helpful feedback.</p> <p>That is certainly what was received, and we think the decisions arrived at reflect the insights provided through the consultation process.</p>
<p>Interest in analysis conducted on Principal Analysts as Managers</p>	<p>Our estimation remains that changing our existing Principal roles to Managing Principals (i.e. with 3 to 4 staff each) would trigger a significant change in job criteria for most of the job descriptions associated with our people. However we did consider this further and recognise that this is an opportunity to re-look at these JDs – how they are describing our expectations and creating a cohesiveness across the group. So we will be reviewing these in the next months. A piece of work would have occurred as part of the Performance and Remuneration framework review being undertaken, and it's likely that the review of the Principal Analyst roles will occur in advance of this wider Ministry work. Any recommendations will be first discussed with the Working Group, to ensure work is aligned.</p>